

MEMORANDUM

To Board of Regents
From: Board Office
Subject: Final Approval of the Iowa Braille and Sight Saving
School Strategic Plan Progress Report
Date: January 7, 2002

**Recommended
Actions:**

1. Approve the progress report.
 2. Request the Iowa Braille and Sight Saving School maintain and expand close links between its institutional strategic plan and the Board of Regents' plan as the Board's new plan is developed.
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**Executive
Summary:**

Superintendent Dennis Thurman reviewed the progress made in the Iowa Braille and Sight Saving School's Strategic Plan (1998-2002) at the November 2001 Board meeting. This report includes the benchmarks and performance indicators specific to IBSSS, as noted in the Board of Regents' Strategic Plan (indicators #10 and #11). It does not include the strategic plan which was a part of the November docket memorandum.

The Board approved the Iowa Braille and Sight Saving School's Strategic Plan for 1998-2002 at its May 1998 meeting. Since that time, the School has been actively involved in carrying out the plan. The IBSSS plan has three Key Result Areas (KRAs) -- quality and access in education, diversity, and finances.

See pages 6-9 for data on specific performance indicators for the institution. Additional data required of all Regent institutions are found in the Annual Report on Performance Indicators.

In November 2001, the IBSSS' Strategic Plan was attached to the memorandum. It is not attached to this memorandum. The plan updated the benchmarks achieved from November 1999 through November 1, 2001. This memorandum does include the highlights from the update. Action steps and benchmarks have been added to the original plan, where necessary. In the 2001 report, a new benchmark has been added -- a re-evaluation of the computer software programs. The purpose of the Strategic Plan is to assist the School in determining how best to provide quality services and access to education for students throughout Iowa who are blind or visually impaired.

The IBSSS Advisory Committee has reviewed the 1998-2002 strategic plan. The Committee did not suggest any modifications, but urged the Superintendent to continue to do what he could to forestall any more budget cuts.

Services provided by Iowa Braille and Sight Saving School are available to the approximately 400 students of the state who are blind or visually impaired, which also relates to the Board's diversity KRA.

Strategic Plan:

The School's Strategic Plan continues to be strongly influenced by both the Board's Strategic Plan and its performance indicators. The report provides a number of specific outcomes for students (from their Individual Education Plans (IEPs) in indicators 10 and 11. The first KRA for Iowa Braille School is quality, which aligns with the first Board of Regent KRA, quality. The second IBSSS Key Result Area focuses on diversity, which matches another Board KRA. The third IBSSS Key Result Area addresses finances, which relates to the accountability KRA of the Board.

Background:

The Iowa Braille and Sight Saving School is in the fourth year of its 1998-2002 strategic plan. The Board approved the plan in May 1998, and since approved several modifications in the plan. As part of its mission, IBSSS continues to explore ways to work more closely with local school districts and area education agencies. To better serve students and their families, the School proposed, and the Board approved, a restructuring plan.

In 1999, the North Central Association of Colleges and Universities reaccredited IBSSS using a new Outcomes Assessment approach. This new approach emphasizes changes in student behaviors and learning rather than institutional resources (number of faculty and staff, classroom equipment, funding, and library holdings). As noted below, IBSSS is considering alternatives to this approach, due to the cost and human resource time needed to continue it.

Analysis:

KRA 1: Quality and Access

Key Result Area 1, Quality and Access in Education, includes three initiatives. The three initiatives are: 1) focusing services; 2) outcomes endorsement; and 3) targeting technology. Initiative 1.1 Focusing Services includes four strategies, described below.

Initiative 1.1 Focusing Services

Strategy 1.1.1

"Focus the Residential Option."

- This strategy was a primary emphasis during the first year of the 1998-2002 Strategic Plan. Its benchmarks have been achieved.
- IBSSS is now participating in the Board's Organizational Review, Phase I. Specific recommendations based on the Organizational Review will be presented to the Board in Spring 2002.

Strategy 1.1.2

"Target Summer Programs."

- This strategy continues to be a major focus for the IBSSS staff, but the programs have been reduced in light of budget readjustments.
 - July 29-August 3: 18 students ages 9-16 participated in a sports camp.
 - 53 students received Extended Year Special Education (EYSE) services in the summer of 2001.
 - 51 students received Orientation and Mobility services.
 - 9 students completed a six-week summer program offered in collaboration with the Iowa Department of the Blind.
 - 75 professionals, para-professionals, and parents attended the 2001 Summer Technology Program, an increase from 54 in Summer 2000.
- Due to budget restraints and a reduction in force, the summer programs will be reduced from two four-week sessions to two two-week sessions.

Strategy 1.1.3

"Provide Parent and Professional Development."

- This strategy is an on-going process at IBSSS.
- IBSSS is no longer offering course work from the University of Alabama (Birmingham).
- IBSSS, in partnership with the State Department of Education, has embarked on an innovative model of statewide professional development.

Strategy 1.1.4

"Continue to Develop Comprehensive Services to Students throughout Iowa."

- This is the primary focus of IBSSS for the remaining year of the Strategic Plan.
- The number of students served has increased dramatically, as the following table indicates. While the number of students on campus and the number of students statewide needing services have decreased, the numbers for FY 2002 are showing an increase.

Iowa Students (Birth to Age 21) Served

| Year | # served on-campus | Total # Served |
|-------|--------------------|----------------|
| FY 96 | 53 | 392 |
| FY 97 | 55 | 462 |
| FY 98 | 45 | 485 |
| FY 99 | 38 | 569 |
| FY 00 | 36 | 609 |
| FY 01 | 33 | 604 |

- IBSSS eliminated three consultant positions; it filled the State Consultant for Visual Impairment position.

- During 2000-2001, IBSSS began to conduct an early childhood study of the needs of children (birth through age 8) in Iowa who are blind or visually impaired including those with additional disabilities. The study will be completed in Summer 2002, with recommendations to the Board by November 2002.

Initiative 1.2 Outcomes Endorsement

Strategy 1.2.1 "Seek Outcomes Endorsement." Superintendent Thurman shared with the IBSSS Advisory Committee that the model described in the Strategic Plan would no longer be usable for accreditation because it was too staff intensive. With personnel reductions, there are not enough staff to be able to make the model work. IBSSS is in discussion with the North Central Association and the Iowa Department of Education regarding accreditation.

Initiative 1.3 Teaching Technology

Strategy 1.3.1 "Student Access to Technology."

- Between November 2001 and October 2002, model classrooms will be maintained and improvements will be made as new technologies become available.

Strategy 1.3.2 "Learning and Curriculum."

- This strategy is assessed as Performance Indicator #10, the percentage of students with technology accessibility as part of their IEP.
- During the 2000-01 Academic Year, 21 students at IBSSS had a technology goal associated with their Individual Education Plan (IEP). Forty-five technology goals were written for the students; 38% of the goals were accomplished.

Strategy 1.3.3 "Training and Development."

- Phase I, the training of all staff to use Microsoft, has been completed.
- Phase II, staff development of skills specific to their assignments, is underway.

Strategy 1.3.4 "Computer Laboratory."

- Summer Technology Institute had an attendance of 75 teachers, parents, and para-professionals.
- Action Step 1.3.4.1 will be replaced.

Strategy 1.3.5 "Software."

- A new benchmark has been prepared.
- A re-evaluation of the School's current software licensing program will be completed in October 2002.

**Key Result Area 2:
Diversity**

Initiative 2.1 Diversity

Strategy 2.1.1

"Review of Policies."

- This benchmark was met in April 1998.

Strategy 2.1.2

"Modification and Implementation."

- An annual report is presented to the Board.
- IBSSS' Affirmative Action Officer continues to serve on the Regent Committee on Affirmative Action and Equal Opportunity.

Strategy 2.1.3

"Supporting and Encouraging Diversity."

- 100% of staff have been notified to include a diversity statement in all written program materials and descriptions.
- IBSSS has developed a Human Resources newsletter.

**Key Result Area 3:
Finances**

Initiative 3.1 Annual Budgeting

Strategy 3.1.1

"Use of Financial Resources."

- The Annual Comprehensive Fiscal Reports document actual versus budgeted performance.
- IBSSS exceeded the Board's annual 2% of budget reallocation average.
- IBSSS continues to cooperate with other Regent institutions to lower costs and improve services.

Strategy 3.1.2

"Seeking Financial Support."

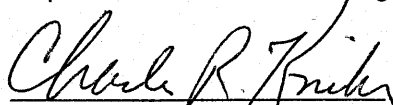
- Annually, IBSSS seeks external gifts and grants to complement the state appropriation.
- Monthly reports of the dollar value of gifts and grants received are submitted to the Board Office.

**Performance
Indicator Charts:**

The related Performance Indicators, especially Indicators #10 and #11, are included in the Annual Report on Performance Indicators.

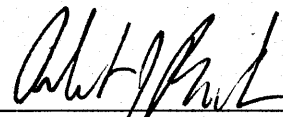
Linkage to Board's
strategic plan

As noted in G.D. 6f, the changing economic picture of the state and nation dictate a sustained environmental scan and a careful analysis of the assumption regarding the mission, vision, values, and culture statement of the Board. As the Board is developing its new plan, it is essential that each of the Regent institutions continue to link progress in its plan to the Board's strategic plan.



Charles R. Kniker

Approved: _____



Robert J. Barak

IOWA BRAILLE SCHOOL PERFORMANCE INDICATORS

| | CATEGORIES FOR PERFORMANCE INDICATORS #1 - #8 EXTENDED CORE CURRICULUM | YEAR | NUMBER OF STUDENTS WITH A GOAL** | NUMBER OF IEP GOALS | % OF GOALS ACCOMPLISHED |
|---|--|--|-------------------------------------|--------------------------------------|--|
| 1 | Skills Necessary to Attain Literacy in Reading And Writing (Including Appropriate Learning Media) | FY96 FY97 FY98 FY99 FY00 FY01 | 21 18 17 17 25 15 | 69 58 69 66 57 21 | 36.2% 50.0% 52.1% 75.8% 63.2% 38.0% |
| 2 | Skills for Acquiring Information, including Appropriate Use of Technological Devices and Services | FY96 FY97 FY98 FY99 FY00 FY01 | 16 22 11 13 17 20 | 37 54 31 29 26 30 | 56.8% 55.6% 83.9% 58.6% 76.9% 56.6% |
| 3 | Skills of Orientation and Mobility and Independent Travel | FY96 FY97 FY98 FY99 FY00 FY01 | 44 41 32 28 34 27 | 88 92 102 69 68 46 | 56.8% 56.5% 63.7% 65.2% 54.4% 54.4% |
| 4 | Skills of Independent Living: Dressing, Eating and Household Maintenance | FY96 FY97 FY98 FY99 FY00 FY01 | 46 41 35 29 34 26 | 144 161 194 141 96 56 | 50.0% 42.9% 52.1% 57.4% 69.7% 41.0% |
| 5 | Skills of Social Living: Working in a Group, Listening Skills, And Conversational Skills | FY96 FY97 FY98 FY99 FY00 FY01 | 34 33 27 25 23 16 | 70 73 73 58 40 22 | 50.0% 46.6% 43.8% 51.7% 55.0% 63.6% |
| 6 | Skills to Transition Services to Adult Life: Identifying Community Supports and Developing Family Supports | FY96 FY97 FY98 FY99 FY00 FY01 | 17 17 16 10 7 3 | 34 40 22 16 7 4 | 41.1% 45.0% 81.8% 50.0% 71.4% 75.0% |
| 7 | Skills of Recreation and Leisure: Identify Individual Activities and Group Activities | FY96 FY97 FY98 FY99 FY00 FY01 | 21 13 10 6 4 7 | 33 27 33 10 6 8 | 54.5% 50.0% 56.5% 60.0% 66.6% 62.5% |

| | | | | | |
|---|--|------|----|----|-------|
| 8 | Skills to Obtain and Maintain Employment: Job Selection, Skill Development, and Part-Time Employment | FY96 | 39 | 92 | 54.4% |
| | | FY97 | 34 | 97 | 42.3% |
| | | FY98 | 28 | 82 | 53.7% |
| | | FY99 | 16 | 35 | 48.6% |
| | | FY00 | 20 | 24 | 58.3% |
| | | FY01 | 9 | 9 | 55.5% |

** Not every student had a goal in each of these areas.

| 9 | ORIENTATION & MOBILITY SERVICES STATEWIDE | YEAR | NUMBER OF STUDENTS | | NUMBER OF IEP GOALS | | PERCENT ACCOMPLISHED |
|---|---|------|--------------------|-----|---------------------|--|----------------------|
| | | FY96 | 98 | 150 | | | 83.2% |
| | | FY97 | 103 | 170 | | | 80.7% |
| | | FY98 | 112 | 208 | | | 80.2% |
| | | FY99 | 128 | 197 | | | 88.8% |
| | | FY00 | 204 | 327 | | | 70.0% |
| | | FY01 | 68 | 194 | | | 72.3% |

Numbers here represent information gathered from
AEAs # 1, 7, 10, 15 and 16 only.

| 10 | SUMMER PROGRAMS | YEAR | NUMBER OF STUDENTS SERVED | | | NUMBER OF PROFESSIONALS SERVED | |
|----|---|------|---------------------------|------------------|-----------|--------------------------------|----------------------|
| | | | Summer | School | Camp Life | OWOW | UAB Graduate Program |
| | UAB - University of Alabama, Birmingham | FY99 | 73 | 5 | 6 | | 7 |
| | OWOW - Orientation to the World of Work | FY00 | 83 | 0 | 12 | | 8 |
| | Target: Increase of 10% | FY01 | 90 | 18 (sports camp) | 9 | | 0 (program ended) |

| 11 | PROVIDE PARENT AND PROFESSIONAL DEVELOPMENT PLANS | YEAR | NUMBER OF FAMILIES SERVED | | NUMBER OF PROFESSIONALS SERVED | |
|----|--|------|---------------------------|-----|--------------------------------|--|
| | IE: Sys. of Int., Fall Vision Conf., Tech Institute, Lilli Conf., ICN Sessions, Spec. Kids/Spec. Needs, Hands All Around, CTG, Nat'l Literacy, Penn. College of Opt., IE: Sys. of Int., Fall Vision Conf., Tech Institute, Lilli Conf., ICN Sessions, Spec. Kids/Spec. Needs, Hands All Around, CTG, Nat'l Literacy, Penn. College of Opt., Specifically included: Preschool Conference, What Do I Do Now?, Braille Class, CTG, VIISA, only. | FY99 | 18 | 233 | | |
| | | FY00 | 36 | 427 | | |
| | | FY01 | 37 | 157 | | |

| 12 | HUMAN RESOURCES - AFFIRMATIVE ACTION | YEAR | NEW HIRES | | RESIGNATIONS | | RETIREMENTS | |
|----|--------------------------------------|---------|-----------|---|--------------|---|-------------|--|
| | Faculty/ Professional/ Merit | 10/1/96 | 1 | 1 | 1 | 0 | | |
| | | 10/1/97 | 1 | 1 | 0 | 0 | | |
| | | 10/1/98 | 0 | 0 | 0 | 0 | | |
| | | 10/1/99 | 0 | 0 | 0 | 0 | | |
| | | 10/1/00 | 0 | 0 | 0 | 0 | | |
| | | 10/1/01 | 0 | 0 | 0 | 0 | | |

| 13 | HUMAN RESOURCES - RETENTION | YEAR | NEW HIRES | | RESIGNATIONS | | RETIREMENTS | |
|----|-----------------------------|---------|-----------|----------------|--------------|----------------|-------------|----------------|
| | Faculty/Professional | 1995/96 | 5 faculty | 1 professional | 4 faculty | 0 professional | 1 faculty | 0 professional |

| | 1996/97 | 4 faculty / 2 professional | 1 faculty / 0 professional | 0 faculty / 0 professional |
|--|---------|----------------------------|----------------------------|----------------------------|
| | 1997/98 | 8 faculty / 1 professional | 6 faculty / 0 professional | 0 faculty / 1 professional |
| | 1998/99 | 7 faculty / 1 professional | 3 faculty / 1 professional | 1 faculty / 0 professional |
| | 1999/00 | 6 faculty / 0 professional | 1 faculty / 1 professional | 0 faculty / 0 professional |
| | 2000/01 | 6 faculty / 1 professional | 2 faculty / 3 professional | 0 faculty / 0 professional |

| 14 | HUMAN RESOURCES – PROFESSIONAL DEVELOPMENT | YEAR | TOTAL NUMBER OF FACULTY/PROFESSIONAL | TOTAL NUMBER OF GOALS | PERCENT OF GOALS ACHIEVED |
|----|--|------|--------------------------------------|-----------------------|---------------------------|
| | Faculty/Professional | FY96 | 30 staff / 24 evaluated | 51 | 94% |
| | | FY97 | 35 staff / 25 evaluated | 61 | 90% |
| | | FY98 | 38 staff / 18 evaluated | 45 | 96% |
| | | FY99 | 41 staff / 10 evaluated | 24 | 92% |
| | | FY00 | 42 staff / 15 evaluated | 42 | 88% |
| | Target: 100% | FY01 | 40 staff / 10 evaluated | 23 | 83% |

| 15 | BUDGET AND COMPONENTS | FY 96 | FY 97 | FY 98 | FY 99 | FY 00 | FY 01 |
|----|--|-----------|-----------|-----------|-----------|-----------|-----------|
| A. | Internal Reallocation Dollars | NC | \$293,932 | \$179,000 | \$511,660 | \$183,731 | \$488,166 |
| B. | Internal Reallocation Percent | NC | 7.3% | 4.3% | 11.60% | 4.1% | 10.8% |
| C. | Allocation of New Revenue and Internal Reallocation for Strategic Planning Initiatives | NC | \$480,468 | 310,465 | \$651,620 | \$451,436 | \$417,559 |
| D. | Gifts During the Year | \$190,888 | \$12,560 | \$8,429 | \$23,541 | \$23,508 | \$26,368 |
| E. | Grants/Awards During the Year | \$416,228 | \$350,274 | \$418,286 | \$425,507 | \$553,440 | \$426,706 |
| F. | Percent of State Appropriation Allocation of Total Expenditures (All Funds) | 83.9% | 84.1% | 82.0% | 79.1% | 77.68% | 77.53% |
| E. | Percent Increase in General Fund Annual Operating Budget | 4.9% | 4.7% | 3.1% | 3.2% | 6.13% | 3.9% |

| 16 | CAPITALS AND MAINTENANCE | FY 96 | FY 97 | FY 98 | FY 99 | FY 00 | FY 01 |
|----|---|-----------|-------------|-----------|-------------|------------|-------------|
| A. | Board of Regents Capital Request Amount | \$341,000 | \$60,000 | \$0 | \$76,000 | \$635,000 | \$490,000 |
| B. | Capital Appropriation Amount | \$341,000 | \$0 | \$95,000 | - \$76,000 | \$635,000 | 0 |
| C. | Percent Appropriation to Request | 100% | 0% | 0% | 100% | 100% | 0 |
| D. | Amount Deferred Maintenance (Inventory) | \$427,550 | \$1,054,078 | \$911,000 | \$1,395,000 | 1,131,000 | \$1,135,000 |
| E. | Amount Deferred Maintenance Completed During Year | \$207,821 | \$95,623 | \$172,500 | \$36,801 | 595,099 | \$49,096 |
| F. | General Fund Building Repair Budget | \$17,500 | \$57,000 | \$63,487 | \$88,487 | \$110,257 | \$180,041 |
| G. | General Fund Building Repair Expenditures (Actual) | \$104,880 | \$82,404 | \$45,712 | \$227,818 | \$154,926 | \$417,608 |
| H. | Building Repair Budget as Percent of Replacement Value | .059% | .185% | .204% | .280% | .345% | .541% |
| I. | Bldg. Repair Expenditures as Percent of Replacement Value | .35% | .27% | .147% | .73% | .484% | 1.254% |
| J. | Replacement Value | | | | 31,602,500 | 31,997,000 | 33,277,000 |

| 17 | STUDENTS SERVED / COST RATIO | YEAR | TOTAL EXPENDITURES | Due to the varying degree of services/programs, professional development activities offered on our campus and throughout the state, meaningful student/cost ratios cannot be calculated. |
|----|--|------|--------------------|--|
| | | FY96 | 4,849,540 | |
| | | FY97 | 4,722,100 | |
| | | FY98 | 5,103,887 | |
| | | FY99 | 5,362,509 | |
| | | FY00 | 6,070,906 | |
| | Target: To Serve 100% of all visually impaired | FY01 | 6,049,141 | |